# HRSA 16-179 Early Childhood Comprehensive Systems Collaborative Improvement and Innovation Network Coordination Center (ECCS CoIIN CC)  2016 Funding Opportunity Announcement (FOA) Technical Assistance Webinar; March 10, 2016

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# Webbinar Overview

- **Program purpose and aims**
- **Desired outcomes**
- **Eligibility and award information**
- **Cooperative Agreement Involvement and Responsibilities**
- **Program Requirements**
- **Project Narrative and Attachments**
- **Review criteria**
- **Performance measures**
- **HRSA's SF-424 Application Guide**
- **Q & A**

# 16-047 ECCS Impact FOA

- **Companion to our 16-179 that we will be discussing today**

- **Up to 15 recipients will be awarded**

- **Early childhood system with 1-5 place-based communities**

- **Participating in a collaborative improvement and innovation network (CoIIN) that this Center will manage and coordinate**

- **Applications for 16-047 are due March 15**

# Terminology

- **Collaborative Innovation and Improvement Network (CoIIN) – a group of self-motivated people (or organizations) with a collective vision, enabled by the Web to collaborate in achieving a common goal by sharing ideas, information, and work. The CoIIN provides a platform for collaborative learning and quality improvement toward common goals and benchmarks using rapid cycles of change. Key features include collaborative learning, common benchmarks, coordinated strategies, rapid test cycles, and real-time data to drive real-time improvement.**

- **Children's developmental health – for the purposes of this FOA, children's developmental health includes developmental health surveillance, screening, referral if necessary, and follow up to ensure linkages and early intervention services for children birth through kindergarten entry.**

# Terminology

- **Early childhood comprehensive systems – an organized, purposeful group that consists of interrelated and interdependent partners representing health, mental health, social services, families and caregivers, and early childhood education to develop seamless systems of care for children from birth to kindergarten entry. These systems help children grow up healthy and ready to learn by addressing their physical, emotional and social health in a broad-based and coordinated way.**

- **Family well-being – for the purposes of this FOA, family well-being includes the prevention, screening, referral and follow-up of services related to maternal depression and trauma-informed care.**

- **Glossary located on pages 34-36.**

# Purpose of the Funding Opportunity Announcement

- **To manage, coordinate, and execute a Collaborative Innovation and Improvement Network (CoIIN) approach to assist the recipients of the ECCS Impact grant funding (HRSA 16-047) in meeting their goals of reducing health disparities by enhancing early childhood (EC) systems building and coordination, and demonstrating improved outcomes in population-based children's developmental health and family well-being indicators during the project period of this cooperative agreement.**

# Purpose of the Funding Opportunity Announcement

- **The ECCS CoIIN CC will guide and facilitate three successive 18-month CoIIN cohorts consisting of one to five (1 to 5) place-based communities per participating ECCS Impact recipient utilizing CoIIN approaches and collective impact principles to accelerate or improve results for families.**

# Purpose of the Funding Opportunity Announcement

- **The ECCS CoIIN CC will provide intensive, targeted  assistance to the ECCS Impact recipients in support of their identified place-based communities.**

# HRSA 16-047 ECCS Impact Aim

- **The overall aim of the ECCS Impact Grant is that within 60 months, participating communities will show a 25 percent increase from baseline in age appropriate developmental skills among their communities' three (3) year old children.**

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# Aims of ECCS CoIIN Coordination Center

- **Strengthen leadership and expertise in continuous quality improvement (CQI) and support innovation among ECCS Impact recipients and their identified place-based communities;**

- **Strengthen knowledge and skill level of ECCS Impact recipients and their identified place-based communities on successful collective impact strategies in early childhood systems at the state, county, and community level;**

- **Assist ECCS Impact recipients and their place-based communities in developing two-generation approaches to drive integration of early childhood services vertically and horizontally**

# Aims of ECCS CoIIN Coordination Center

- **Facilitate the development and adoption of core sets of Early childhood (EC) indicators that measure system processes and child/family outcome indicators to measure population impact around children's developmental health and family well-being; and**

- **Through the CoIIN process, facilitate the testing of innovative EC systems change ideas, development of spread strategies and adoption of new EC policies for sustaining the systems at the state/territory, county and community levels.**

# Desired Outcomes – 1-3 years

- *These outcomes are illustrative of a successful ECCS CoIIN conducted by the ECCS CoIIN CC and in collaboration with ECCS Impact recipients:*

- Advance local and state coordination and integration of systems towards improving children's developmental health and family well-being.

- Adopt a core set of process indicators for measuring state-level EC system success and a core set of outcome indicators for improvement of children's developmental health and family well-being at the population level for local and state CoIIN activities.

- <u>Utilize an existing (or if necessary, establish)</u> a state/territory early childhood data system to collect, store, report and analyze the new process indicators for measuring state-level EC system success and a core set of outcome indicators for improvement of children's developmental health and family well-being at the population level.

# Desired Outcomes – 4-5 years

- **Communities, counties, and states/territories adopt and sustain collective impact and collaborative improvement and innovation efforts.**

- **Indicators developed through the CoIIN are incorporated in state/territory and public health systems.**

- **Successful system innovations, interventions, and outcome indicators are aligned and work in tandem with other state/territory EC initiatives to achieve school readiness.**

# Eligibility and Award Information

- **Any public or private entity, including an Indian tribe or tribal organization, faith-based and community-based organization is eligible to apply.**

- **One (1) cooperative agreement will be funded at up to $1.1 million per year for five years.**

- **Project Start Date is August 1, 2016**

- **Project Period – August 1, 2016- July 31, 2021 (5 yrs.)**

# Cooperative Agreements

- **A cooperative agreement, as opposed to a grant, is an award instrument of financial assistance where substantial involvement is anticipated between HRSA and the recipient during performance of the contemplated project.**

# HRSA Program Involvement

- **Make available the services of experienced Maternal and Child Health Bureau (MCHB) personnel as participants in the planning and development of the project.**

- **Participate in all major areas  ECCS CoIIN activities - development of teams, coordination and alignment, training and facilitation, quality improvement processes, development of indicators, and dissemination and spread.**

- **Participate  in, reviewing topic areas for targeted improvement, reviewing, planning for the project, facilitating collaboration with ECCS Impact recipients and their communities, and facilitating involvement of expert faculty and partner organizations.**

# HRSA Program Involvement

- **Review activities, measures, and tools to be established and implemented to accomplish the goals of the project.**

- **Participate, as appropriate, in regular conference calls, meetings and webinars to be conducted during the project period.**

- **Review and edit, as appropriate, written documents developed by the recipient including documentation of pre-work, learning sessions, white papers and evaluation reports.**

- **Participate with the recipient in the dissemination of project findings, best practices and lessons learned from the ECCS CoIIN, and in producing and jointly reviewing reports, articles, and/or presentations developed under this FOA.**

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# Cooperative Agreement Recipient's Responsibilities

- **Adherence to HRSA guidelines pertaining to acknowledgement and disclaimer on all products produced by HRSA award funds.**

- **Plan and implement a *Collaborative Improvement and Innovation Network* among ECCS Impact recipient community teams following the Breakthrough Series (BTS) or other established collaborative model for improvement and innovation.**

- **Overall activities involve applying and adapting the selected model and other relevant collective impact principles to the ECCS CoIIN as well as anticipating the challenges and complexities of designing, managing, and guiding a successful collaborative.**

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# Cooperative Agreement Recipient's Responsibilities

- **Completion of activities proposed in response to application review criteria.**

- **Participation in face-to-face meetings and conference calls with the HRSA conducted during the period of the cooperative agreement.**

- **Collaboration with HRSA on ongoing review of activities, procedures and budget items, information/publication prior to dissemination, contracts and interagency agreements.**

# Program Requirements
## *Development of Teams*

- **Establish and convene an ECCS Expert Team which is comprised of a committee of <u>up to eight</u> national and international EC experts including its chair person.**

- **Establish and convene an ECCS CoIIN Faculty Team.**

- **Establish and convene, in coordination with HRSA, an ECCS CoIIN Management Team.**

# Program Requirements
## *Development of Teams*

- **Develop a charter for the ECCS CoIIN that includes the roles and expectations for ECCS Impact recipients and their CoIIN Community Teams throughout the project. A CoIIN Community Team is developed by the ECCS Impact recipient for each place-based community that will participate in the CoIIN activities.**

# Program Requirements
## *Coordination and Alignment*

• **Biannually (twice a year) convene the ECCS Expert Team members with the ECCS CoIIN CC Faculty Team and ECCS CoIIN CC Management Team members, to advise on innovation, alignment and promotion of local, state and national early childhood system building.**

• **Conduct EC policy assessments, on the alignment of state, local and place-based early childhood development initiatives with relevant federal programs as further identified by HRSA . Inform where alignments could occur to improve cross-system EC population indicators that contribute to kindergarten readiness.**

# Program Requirements
## *Orientation to the ECCS CoIIN*

- **Present the ECCS CoIIN structure and model for improvement to the ECCS Impact recipients and identified CoIIN Community Teams.**

# Program Requirements
## *Training and Facilitation*

• **Facilitate three (3) successive 18-month long CoIIN projects for three (3) respective cohorts of ECCS Impact Community CoIIN Teams (involving one to five (1 to 5) communities per participating ECCS Impact recipient). Individual ECCS Impact recipients and the selected communities commit to a working period of 48-60 months.**

# Program Requirements
## *Training and Facilitation*

- **Provide training and guidance to the ECCS Impact recipients and participating Community CoIIN Teams on:**
  - the CoIIN model, processes and activities;
  - collaborative learning practices for adult learners;
  - effective use of distance learning modalities and management of "cyber" teams;
  - addressing health disparities, ways of promoting health equity through quality improvement (QI) principles;
  - QI innovation practices at state/territory, county, and community levels;
  - EC systems QI leadership competencies; and
  - developing financial and programmatic plans for sustaining QI activities and outcome results.

# Program Requirements
### *Training and Facilitation*

- **Facilitate communication across Community CoIIN Teams, and support each cohort of Community CoIIN Teams to remain engaged in ECCS CoIIN activities.**

- **Disseminate techniques to spread and adapt best practices across multiple communities.**

- **Maintain a web-based platform to facilitate online collaboration and learning activities for ECCS Impact recipients and Community CoIIN Teams' participants.**

# Program Requirements

## *Quality Improvement Processes*

- **Design, deliver and facilitate the collaborative learning and QI activities such as rapid cycle testing (i.e., running plan-do-study-act (PDSA) cycles) that support breakthrough outcomes for the place-based communities;**

- **Develop, refine and help Community CoIIN Teams test and implement change packages, including policies primarily based on two-generation approaches; and**

- **Support the "improvement component" of the collaborative, which involves assisting the Community CoIIN Teams to test adaptations of existing programs and interventions already underway in their own communities.**

# Program Requirements
## *Development of Indicators*

• **Facilitate and provide leadership to develop the core sets of EC system indicators that measure system processes and outcome indicators to measure population impact around children's developmental health and family well-being.**

• **Develop common SMART goals and measures with the ECCS Impact recipients and their place-based communities, to reach the ECCS Impact program aim through the CoIIN process by the end of the project period.**

# Program Requirements
## *Development of Indicators*

• **Develop and maintain an information system to regularly collect periodic progress reports, analyze and display data from Community CoIIN Teams. Identify and specify measures (numerator and denominator), identify available data sources, facilitate the resolution of confidentiality issues among participants, develop and implement necessary data use and sharing agreements, and process, analyze and display data.**

# Program Requirements
## *Dissemination and Spread*

• **Synthesize the experience within the ECCS CoIIN of the successes and challenges of CoIIN Communities and summarize methods and lessons learned into resources such as reports or a "playbook".**

• **Disseminate ECCS CoIIN training and methodology of best practices and breakthrough learnings achieved through communication to non-participating states/territories and other place based communities.**

# Program Requirements
## *Dissemination and Spread*

- **Explore new innovative approaches, in coordination with HRSA, including engaging future initiatives and partnerships, when feasible, to support improvement in early childhood system outcomes and impact (i.e., Pay for Success,  research or evaluation activities).**

# Project Narrative

- **Introduction**

- **Needs Assessment**

- **Methodology**

- **Work Plan**

- **Resolution of Challenges**

- **Evaluation and Technical Support**

- **Organizational Information**

# Introduction

- **Describe the purpose of the proposed project.**
- **Discussion that exhibits a solid understanding of the CoIIN principles and practices of collaborative learning for adults, the Breakthrough Series (BTS) Collaborative platform and the Model for Improvement and the application of Quality Improvement (QI) to public health challenges.**
- **Demonstrate familiarity with the HRSA funding opportunity HRSA 16-047 *ECCS Impact.***
- **Demonstrate familiarity with the status of and current activities of early childhood systems in states and territories.**

# Needs Assessment

- **Outline ways of assessing the needs as well as the strengths of state/territory early childhood systems with respect to QI and innovation capacity.**

- **Describe how they will assess the needs of the specific place-based communities after the ECCS Impact recipients have been awarded and place-based communities are known.**

- **Data should be used and cited whenever possible to support the information provided.**

- **Discuss any relevant barriers that the project hopes to overcome .**

# Methodology

- **Propose methods that will be used to address the stated needs and to meet each of the previously described project requirements and expectations in this FOA.**

# Methodology
## *Development of Teams*
### Describe the plan for how:

• **the ECCS Expert Team will be utilized and consulted, in coordination with HRSA, for guidance during the course of the project. Discuss how the ECCS Expert Team members will work with the Faculty Team and Management Team members;**

• **the Faculty Team members will assist in the planning and implementation of the ECCS CoIIN activities. An initial Faculty Team meeting or meetings is required, in coordination with HRSA, to develop the technical content for the CoIIN (e.g., driver diagram, change package, preliminary measures);**

# Methodology
## *Development of Teams*
### Describe the plan for how:

• the ECCS Expert Team members, ECCS CoIIN CC Faculty Team members, and ECCS CoIIN CC Management Team members will be convened biannually and consulted as needed; and

• the charter of the ECCS CoIIN will be developed, in coordination with HRSA.

*Refer to the "ORGANIZATIONAL INFORMATION" section to include discussion on the identification and selection of required Team members.*

# Methodology
*Coordination and Alignment –*
## Describe the plan:

to assess the alignment of state, county, local and place-based early childhood development initiatives with relevant federal programs identified by HRSA (e.g., Title V, MIECHV, Promise Zone, Rural IMPACT, etc.).

# Methodology
## *Orientation to the ECCS CoIIN –*
## Describe the plans to:

• facilitate three (3) successive 18-month long CoIIN projects for three (3) respective cohorts of ECCS Impact Community CoIIN Teams (involving one to five (1 to 5) communities per participating ECCS Impact recipient); Individual recipients and the selected communities commit to a working period of 48-60 months;

• engage all ECCS Impact recipients and the participating Community CoIIN Teams as partners and champions in supporting the ECCS CoIIN; and

• introduce and educate the ECCS Impact recipients and identified Community CoIIN Teams on the ECCS CoIIN structure and model for improvement.

# Methodology

- *Training and Facilitation*
- *Quality Improvement Processes*
- *Development of Indicators*
- *Dissemination and Spread*

# Work Plan

- **Describe activities/steps used to achieve each of the goals and objectives proposed during the <u>entire project period </u>(All 5 years).**

- **Use a time line that includes each activity and identifies responsible staff.**

- **Identify meaningful support and collaboration with key stakeholders in planning, designing and implementing all activities.**

# Work Plan

- **Describe plans for dissemination of project results.**

- **Degree to which proposed project activities are replicable, and**

- **Sustainability of the program beyond federal funding.**

- **In addition to a narrative, applicants may display this information in a table format (Attachment 1).**

- **A one page logic model is required (Attachment 1).**

# Resolution of Challenges

- **Discuss challenges that are likely to be encountered in designing and implementing the activities described in the Work Plan, and approaches that will be used to resolve such challenges.**

- **Address the need to adapt the methodology selected for improvement and innovation to the field of community-based prevention and promotion services, particularly in areas for which evidence for effective interventions is limited.**

# Evaluation and Technical Support Capacity and Performance Management

- **Describe the plan for the performance evaluation of the ECCS CoIIN activities.**

- **Include descriptions of the inputs (e.g., organizational profile, collaborative partners, key staff, budget, and other resources), key processes, and expected outcomes of the funded activities**.

# Evaluation and Technical Support Capacity and Performance Management

- **Propose an implementation evaluation that will contribute to CQI.**

- **Include appropriate evaluation methods to monitor ongoing processes and the progress towards the goals and objectives of the project, including a description of data collection, sampling strategies (if appropriate), timeline, and data analysis.**

- **Describe how evaluation data and findings will be used to support CQI activities, including how program weaknesses will be identified and processes will be modified to support continuous improvement.**

# Evaluation and Technical Support Capacity and Performance Management

- **Describe any potential obstacles anticipated for planning and executing the implementation evaluation and how those obstacles will be addressed.**

- **List the goals or questions to answer through this project and potential process and outcome measures to track its performance. Describe the methods and tools that will be used to collect data to track the progress of the project (this may be incorporated as an attachment).**

# Evaluation and Technical Support Capacity and Performance Management

- **Discuss the strength and effectiveness of the method proposed to monitor and evaluate the project's progress and results over time, for the project as a whole as well as for individual participating ECCS Impact recipients and CoIIN Communities; and**

- **The extent to which the process and outcome measures will demonstrate the achievement of program objectives as a result of the CoIIN project itself.**

# Evaluation and Technical Support Capacity and Performance Management

## Evaluation of awardee performance: - SAMPLE of indicators

- Number of learning sessions and/or monthly calls.

- Attainment of SMART Aims of collaborative as defined.

- Established core set of EC system indicators that measure system processes; ECCS Impact recipients adopt the core set of process indicators

- Established outcome indicators to measure population impact around children's developmental health and family well-being; .ECCS Impact recipients adopt

-  75 percent of Community CoIIN Teams reporting data and tests of change.

- Core process and outcome indicators in the ECCS CoIIN show improvement from baseline for the population of the community.

-  Number of states/territories that make policy changes based on CoIIN results to improve children's developmental health and family well-being.

# Evaluation and Technical Support Capacity and Performance Management

- **Describe the systems and processes that will support the organization's performance management requirements through effective tracking of performance outcomes, including a description of how the organization will collect and manage data.**

- **Describe current experience, skills, and knowledge to evaluation and performance measurement, including individuals on staff, materials published, and previous work of a similar nature.**

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# Evaluation and Technical Support Capacity and Performance Management

- **Describe the data collection strategy to collect, analyze and track data to measure process and impact/outcomes, and explain how the data will be used to inform program development and service delivery.**

- **Describe any potential obstacles for implementing the program performance evaluation and how those obstacles will be addressed.**

# Organizational Information

*Organizational Resources – Describe*

• capability to carry out collaborative and learning activities involving large groups of Community CoIIN Teams' participants utilizing in-person approaches and primarily virtual technologies;

• history, current mission and structure, scope of current activities, and organizational chart, and describe how these all contribute to the ability of the organization to carry out the requirements and to meet project's expectations;

# Organizational Information

*Organizational Resources – Describe*

• partners/collaborators, if applicable, as it relates to this type of activity and how they will enhance the applicant's ability to accomplish proposed project;

• experience in developing and disseminating informational materials and providing training on the quality improvement process; and

• experience with any past performance managing federal awards at the national level.

# Organizational Information

*Personnel capabilities:*

• describe expertise that is available within core staff on maternal and child health and early childhood systems;

• describe expertise of staff as it relates to the topics and scope of work proposed;

• discuss how the ECCS CoIIN CC Project Director or Co-Directors <u>was/were</u> identified and selected;

• discuss how the ECCS Expert Team members <u>were</u> identified and selected;

# Organizational Information

*Personnel capabilities:*

• discuss how the ECCS CoIIN CC Faculty Team member Subject Matter Experts (SME) <u>were/will be</u> identified and selected. The SMEs must be identified within 90 days of award;

• discuss how the ECCS CoIIN CC Faculty Team Chair <u>were/will be</u> identified and selected; and

• discuss how the Quality Improvement Advisor (QIA) <u>was/will be</u> identified and selected.

# Attachments

*1: Work Plan and Logic Model*

*2: Staffing Plan and Job Descriptions for Key Personnel*

*3: Biographical Sketches of Key Personnel*

*4: Letters of Agreement and/or Description(s) of Proposed/Existing Contracts (project specific)*

# Attachments

*5: Project Organizational Chart*

*6: For Multi-Year Budgets--Fifth Year Budget (NOT counted in page limit)*

*7-15: Other Relevant Documents*

# Review Criteria

| Criteria | Points |
|---|---|
| 1.    NEED | 5 |
| 1.    RESPONSE | 35 |
| 1.    EVALUATIVE MEASURES | 20 |
| 1.    IMPACT | 5 |
| 1.    RESOURCE CAPABILITITES | 25 |
| 1.    SUPPORT REQUESTED | 10 |
| Total | 100 |

# Review Criteria

- *Criterion 1: NEED (5 points) – Corresponds to Section IV's Introduction and Needs Assessment*

# Review Criteria

- *Criterion 2: RESPONSE (35 points) – Corresponds to Section IV's Methodology, Work Plan, and Resolutions of Challenges*
  - *Overall – 3 of the 35 points*
  - *Development and Coordination of Teams – 3 of the 35 points*
  - *Orientation to the ECCS CoIIN - 4 of the 35 points*
  - *Training and Facilitation – 5 of the 35 points*
  - *Quality Improvement Processes - 5 of the 35 points*
  - *Development of Indicators – 4 of the 35 points*
  - *Dissemination and Spread - 3 of the 35 points*
  - *Work Plan – 5 of the 35 points*
  - *Resolution of Challenges – 3 of the 35 points*

# Review Criteria

- *Criterion 3: EVALUATIVE MEASURES (20 points) – Corresponds to Section IV's Evaluation and Technical Support Capacity and Performance Management*

  - *Evaluation – 15 of the 20 points*

  - *Technical Support Capacity – 5 of the 20 points*

- *Criterion 4: IMPACT (10 points) – Corresponds to Section IV's Work Plan*

# Review Criteria

- *Criterion 5: RESOURCES/CAPABILITIES (25 points) – Corresponds to Section IV's Evaluation and Technical Support Capacity and Performance Management, and Organizational Information*

  - *Organization – 7 of 25 points*

  - *Project personnel – 8 of 25 points*

  - *Key positions and Team members – 10 of 25 points*

- *Criterion 6: SUPPORT REQUESTED (10 points) – Corresponds to Section IV's Budget and Budget Justification Narrative*

# Performance Measures

- **To <u>prepare</u> successful applicants for their reporting requirements, the listing of MCHB administrative forms and performance measures for this program can be found at: https://perf-data.hrsa.gov/mchb/DgisApp/FormAssignmentList/UH3_1.HTML**

*Please Note In fiscal year 2016, upon approval from the Office of Management and Budget (OMB), the Maternal and Child Health Bureau (MCHB) will release new performance measures. Once the specific performance measures have been assigned to each MCHB discretionary award, performance measures and administrative forms for this discretionary award program will be assigned to the ECCS CoIIN Coordination Center.*

# Performance Reporting

- **Successful applicants receiving HRSA funds will be required, within 120 days of the Notice of Award (NoA) and electronically complete the program-specific data forms that appear for this program at:**

  **https://perf-data.hrsa.gov/mchb/DgisApp/FormAssignmentList/UH3_1.HTML**.

- **Performance reporting is conducted for each year of the project period. Recipients will be required, within 120 days of the NoA, to enter HRSA's EHBs and complete the program-specific forms.**

# HRSA SF-424 Application Guide

- **Read BOTH Documents carefully for preparing and submitting application:**

- **HRSA SF-424 Application Guide (SECTION IV in FOA ) AND**

- **HRSA 16-179 FOA**

# HRSA's SF-424 Application Guide

- **Section 2 - includes general information highlighting the responsibilities of a HRSA grant or cooperative agreement recipient; administrative and national policy requirements.**

- **Section 3 - includes information on registering and applying through Grants.gov**

- **Section 4 - includes general application requirements including instructions for submitting your project budget;**

# HRSA's SF-424 Application Guide

- **Section 5 includes an overview of the whole application process: applying through Grants.gov, application processing, objective review information, and award notification.**

- **Section 8 includes Frequently Asked Questions and an application completeness checklist for your convenience.**

# Submission Due Date and Times

**The due date for applications under this FOA is:**

*April 29, 2016 at 11:59 P.M. Eastern Time*.

# Grant Application Tips

- **Follow the instructions in 16-179 and HRSA's SF-424 Application Guide**

- **Be brief, concise, and clear**

- **Be organized and logical**

- **Print your application to ensure that it does not exceed 80 pages**

- **Proofread**

- **Submit the application EARLY**

- **REVIEW CRITERIA**

- **Grants.gov help # is 1-800-518-4726**

# Presentation and FAQs

**Presentation and FAQS derived from this call will be on this site approximately a week after this call:**

- **http://www.hrsa.gov/grants/index.html**

# Contact Information

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